

Attachment 3- Partnership Discussion Synthesis

The facilitator gave the small groups the following instructions for this discussion:

1. Discuss the following:
 - a. What examples have you seen of partnerships that really have worked in the Solid Waste arena (e.g., particular projects that involved State and Local staff; work between Health Districts and Locals, etc.)?
 - b. What makes a good partnership in the Solid Waste arena?
 - c. What problems do you see in the Solid Waste partnerships in this state?
 - d. What issues are coming up for you where you're going to need partners to do a good job?
2. Have someone write down the qualities of a good partnership and a list of the main problems you see in our partnerships. This list will be used in discussion tomorrow, so make sure you keep it.
3. When we get back together as a large group, we will have a general discussion of what folks said in the table discussions and will come to conclusions regarding general themes.

Table Discussion Summary June 1, 2004
Good Partnerships Require:

- Common Goals
- Clear division/clarity of roles
- Long-term commitment
- Trust/honesty
- Ability to cross borders
- Regular communication and feedback
- Ability to look to the future
- Incentives to succeed
- Empowerment to do roles
- Solidarity between SW and PHD
- Need a leader/champion/visionary
- Need someone with funds and staff resources (SW have funds, PHD have staff)
- Mutual benefit/interests
- Continuity
- An approach that asks "how can I help?" rather than "what's in it for me?"
- Similar needs
- Willingness to share information
- Compromise
- Identify all stakeholders in advance
- Good technical knowledge/combined expertise
- Attitude that can solve the problem fast
- Willingness to see from others' points of view
- Working as equals
- Flexibility for different counties
- CPG viewed as local funds by CPG officers
- Understanding local politics
- Collaborative approach
- Beaches and sun
- Keeping an open mind- do not assume evil intent
- Political buy-in
- Accountability
- Mutual respect
- Proactive with foresight
- Moving beyond past problems
- Understanding of systems approach
- Willingness to take risks
- Willingness to share credit
- Persistence

Table Discussion Summary June 1,2004
Problems In Partnerships:

- Proprietary issues
- Lack of funding
- Lack of control
- Lack of trust
- Not identifying players and stakeholders
- Inequality of each stakeholder in the partnership
- Competition for funding
- Trying for public/private partnerships when government can't fund private efforts
- Ecology doesn't have the same ownership in problems as county staff do
- Different perspectives
- Lack of clarity in roles
- Bureaucratic approach
- Dictatorial approach
- Continuity in light of staff turnover
- Discontinuation of funds
- Lack of communication!
- Communication skills
- Political BS
- Hidden and changing agendas
- Getting buy-in for partnership from elected officials
- Right hand doesn't know what the left hand is doing
- Rotten attitudes
- Regulators looking at themselves as only a regulatory entity
- Grant project officers viewing CPG money as Ecology's
- Lack of consultation
- Institutional memory
- Conflict of missions
- Turf
- Empire building
- Defeatism
- Differing expectations
- Varied interests
- Too much work
- Pessimism
- We vs. they (locals vs. Ecology)
- Undefined responsibilities
- Lack of commitment
- Failure to understand that partnerships need to be maintained
- Time commitment
- Lack of willingness to risk
- Lack of honesty and trustworthiness
- State plan and CPG funds are in conflict
- Shopping for opinions

Table Discussion Summary June I, 2004
Upcoming Issues/Future Partnership Opportunities:

- Sustainable financing/funding
- Regulatory reforms to meet initiatives and rules
- Illegal dumping
- Beyond Waste implementation
- Funding
- Technical assistance
- Updating local plans
- Rural issues to achieve Beyond Waste
- Sharing vision/getting everyone with same vocabulary
- Legislation
- Product stewardship
- Education
- Biosolids & septage management
- Contaminated soils
- Zoonotic issues
- Sham recycling
- Flow control
- Consistency between solid waste, hazardous waste and toxic cleanup rules and regulations
- New problems arise but CPG funding stays the same
- Tire issue and mosquitoes/West Nile Virus
- Electronics
- Built Green
- Organics recycling
- Create more recycling markets
- Competition for funds
- How can public agencies become entrepreneurial?
- Regulations - remove some legal constraints to partnerships